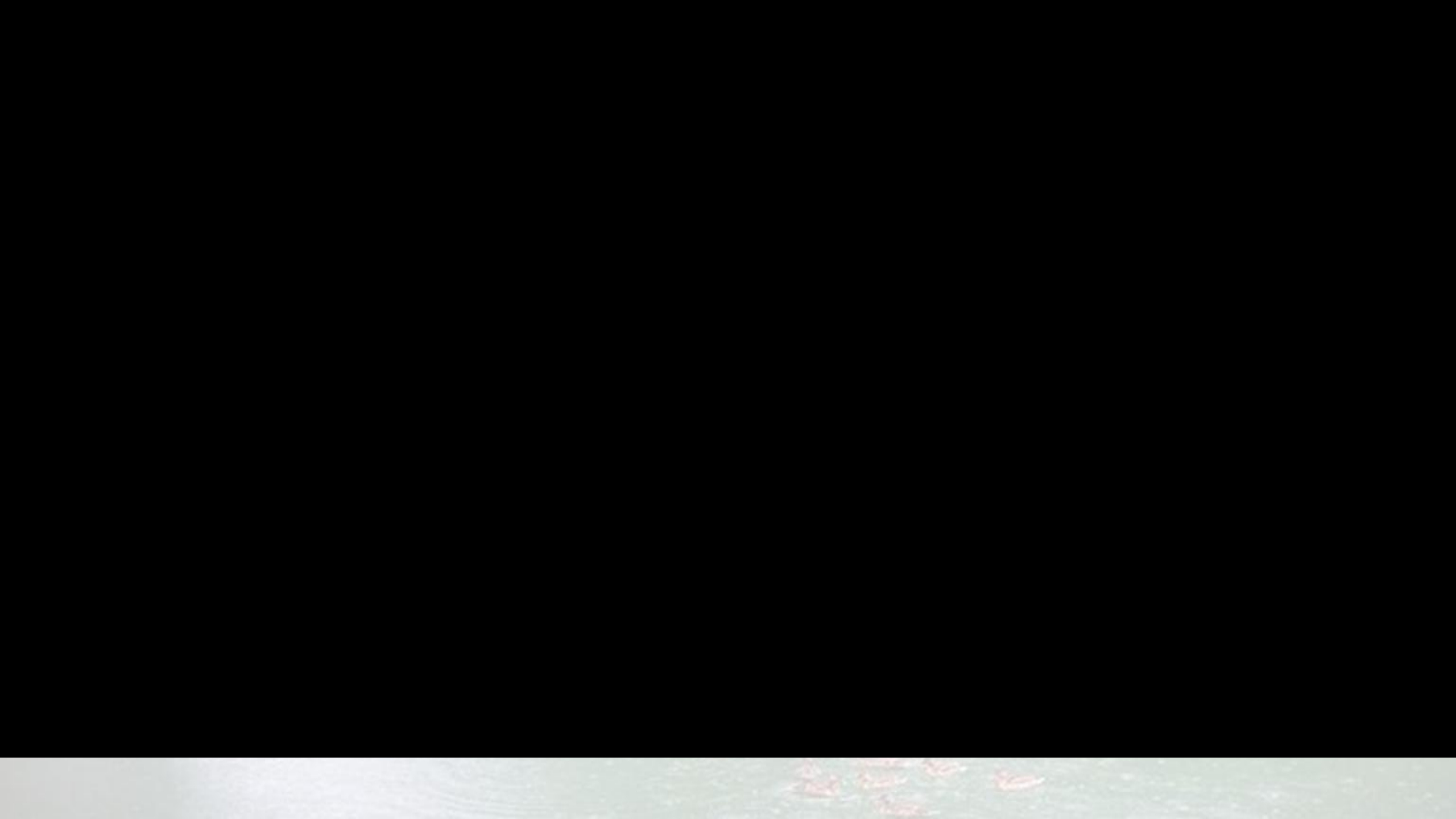**Sahar Andrade MB.BCh, Sahar Consulting, LLC**

Bridging the Generational Gap

- 1st time in US History- 4 generations – Why?
- Big challenge if organizations chose not to deal with it
- Strategic opportunities for those that chose to address it

They say people resemble their times (hair, cloth, music)more than they resemble their parents. Rebels

"<u>Diversity</u> includes all characteristics and experiences that define each one of us as **unique** individuals."

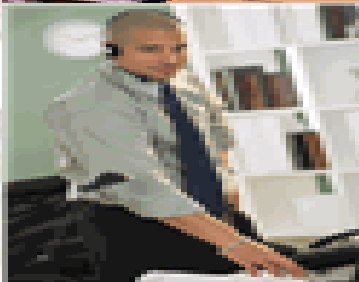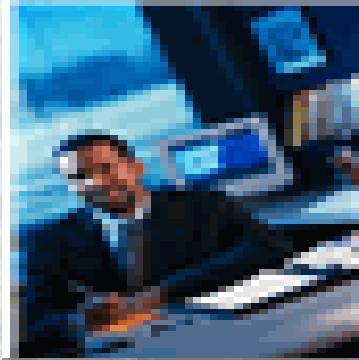**Diversity also ACTUALLY lies in your thinking, your thought process**

"<u>Inclusion</u> is: **Constructively** call out our differences, rather than assuming similarities:
Inclusion enables the full participation/ contribution of everyone using all to their FULL potential

**Diversity without Inclusion will not work
R.E.G.A.R.D.S.**

What is a Generation?

Evidence there is conflict

- "They have no work ethic. They're a bunch of slackers."
- "So I told my boss. If you're looking for loyalty buy a dog."
- "Lighten up! Work should be fun."
- "I wouldn't be caught dead wearing that."
- "I have a new rule. I will not attend meetings that start after 5 P.M. I have a life"

FACTS

- "NYT" said that the NOW generation is becoming the ME generation?

  1976 – About Baby Boomers

- "Time Magazine" said they have trouble making decisions, they would rather hike the Himalayas rather than climb the corporate ladder, they crave entertainment but their attention span is short

  1990– GEN X

Identification of Generations

Group	Birth Yrs.	Total #	Workforce %
Traditionalists	1924-1943	60 million	10%
Baby Boomers	1944-1963	80 million	45%
Gen Xers	1964-1983	41 million	30%
Gen Ys/ Millennials	1984-2000	76 million	15%

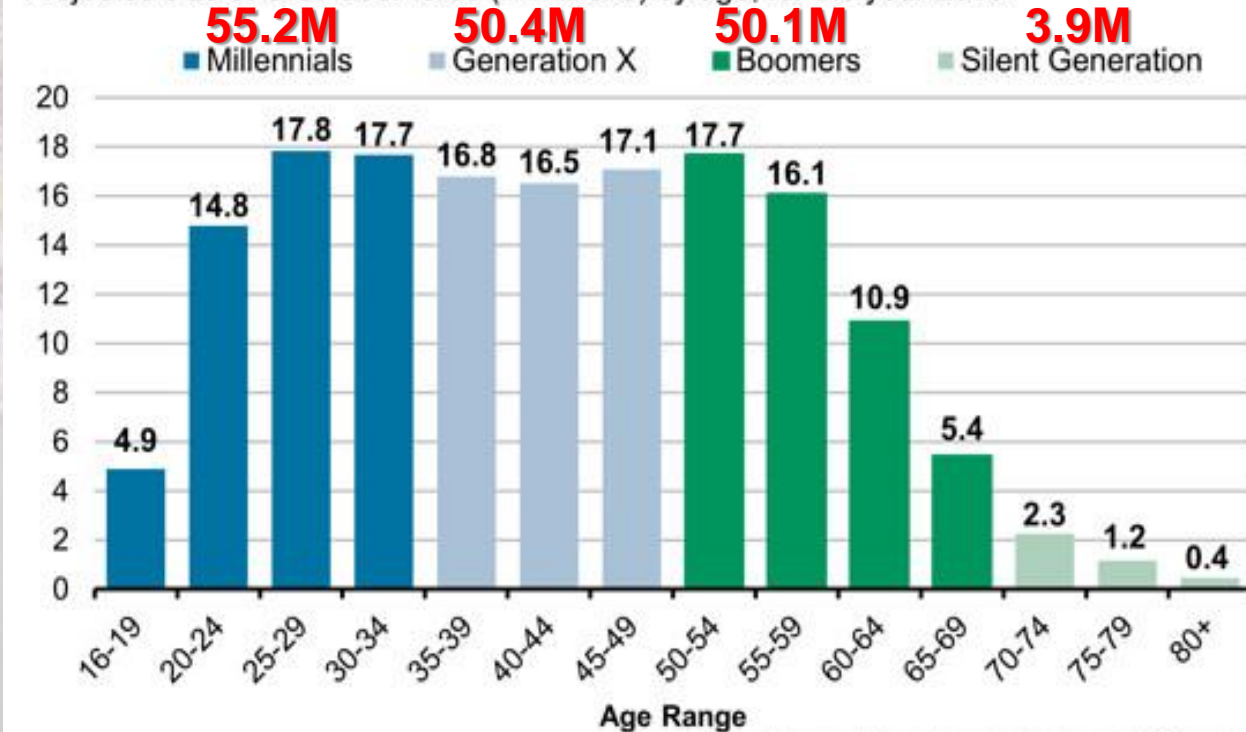**Percentages very between 5 and 10% up or down**

Workforce by Generations

- Labor statistics: 80M BB will exit the workplace in the next decade. At the rate 8,000/ day; 300/ Hour.
- By 2030, 75% of employees are projected to be millennials (fastest growing generation in the workplace, twice as big as either Gen X or BB. (Soo Key group)
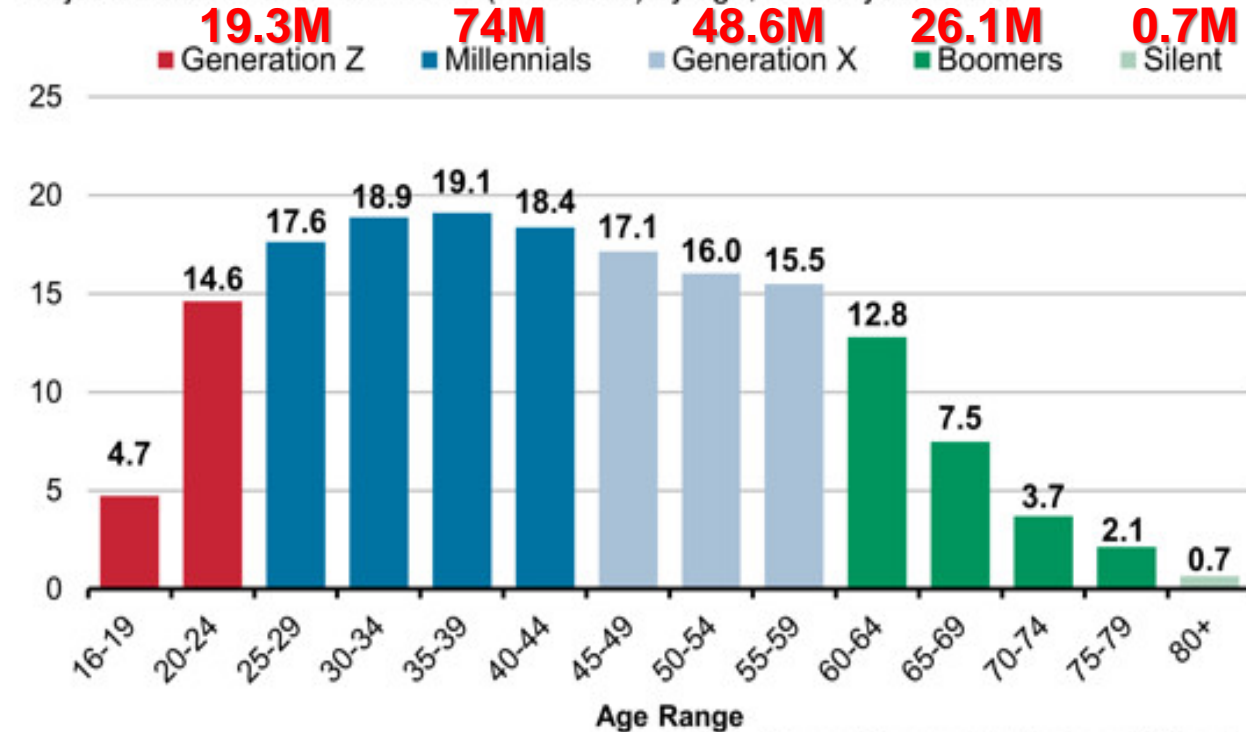
The Workforce in 2015

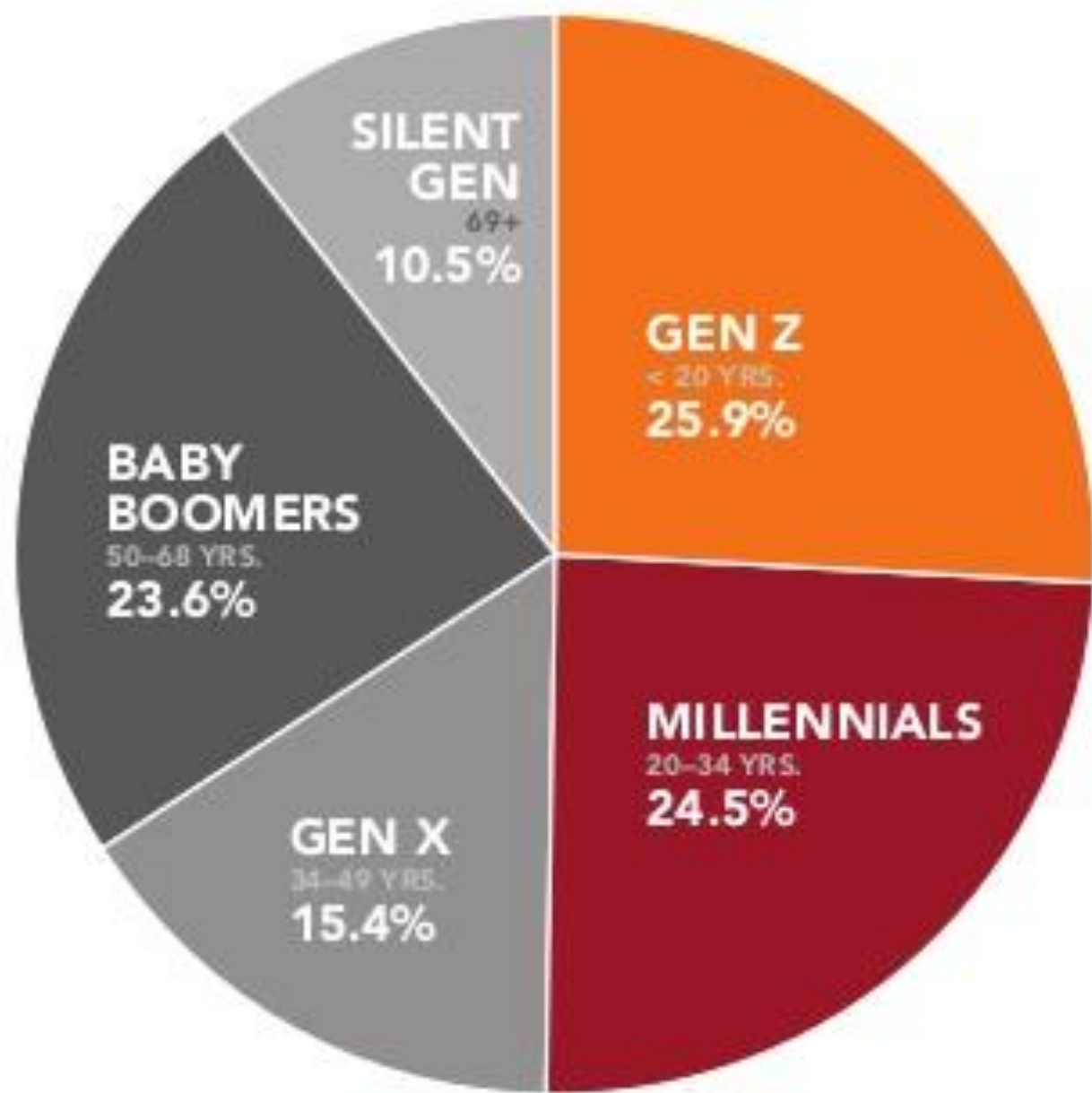Projected size of U.S. labor force (in millions) by age, for the year 2015

55.2M **50.4M** **50.1M** **3.9M**

- Millennials
- Generation X
- Boomers
- Silent Generation

Age Range	Value
16-19	4.9
20-24	14.8
25-29	17.8
30-34	17.7
35-39	16.8
40-44	16.5
45-49	17.1
50-54	17.7
55-59	16.1
60-64	10.9
65-69	5.4
70-74	2.3
75-79	1.2
80+	0.4

Source: Department of Labor | WSJ.com

The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025

19.3M **74M** **48.6M** **26.1M** **0.7M**

- Generation Z
- Millennials
- Generation X
- Boomers
- Silent

Age Range	Value
16-19	4.7
20-24	14.6
25-29	17.6
30-34	18.9
35-39	19.1
40-44	18.4
45-49	17.1
50-54	16.0
55-59	15.5
60-64	12.8
65-69	7.5
70-74	3.7
75-79	2.1
80+	0.7

Source: Department of Labor | WSJ.com

BUT GENERATION Z (<20 YEARS OLD) IS THE LARGEST POPULATION SEGMENT IN THE U.S.

SILENT GEN
69+
10.5%

GEN Z
< 20 YRS.
25.9%

BABY BOOMERS
50–68 YRS.
23.6%

GEN X
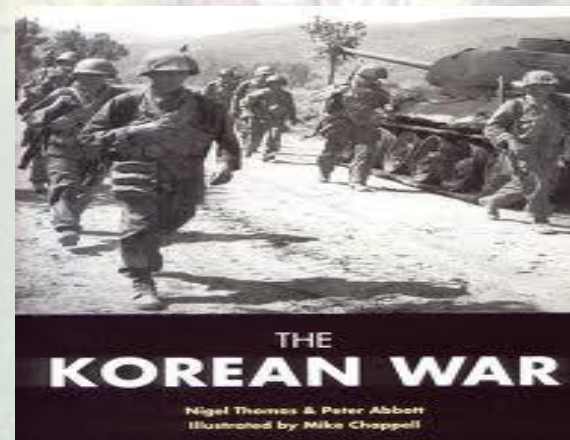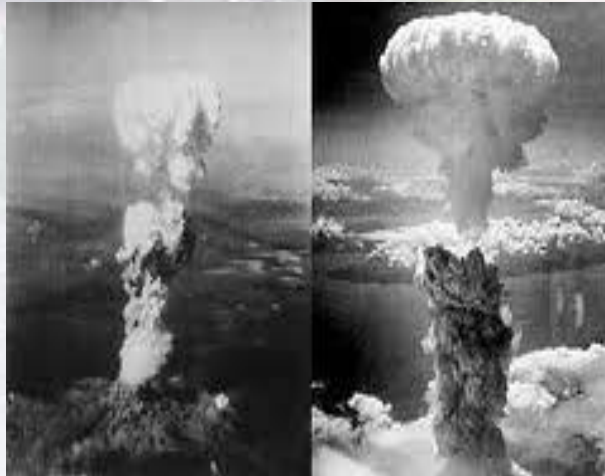34–49 YRS.
15.4%

MILLENNIALS
20–34 YRS.
24.5%

Think Tank

- Describe a message about work you received while growing up.

- Describe two characteristics of today's younger workers.

The Traditionalists Generation (73 - 92)

Traditionalists

- Formal recognition
- Conforming, not risk-takers
- Team-oriented

What they bring to the team
- Superb interpersonal skills
- Good work ethic- work not = fun

Areas of Conflict
- May struggle with diversity / Tech
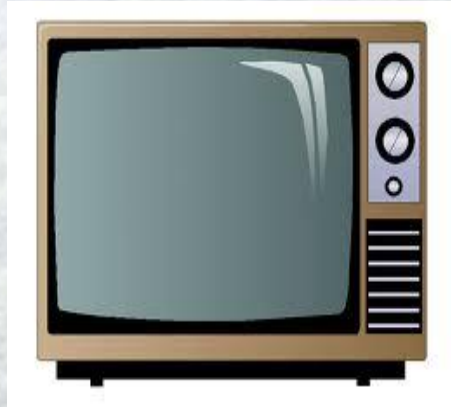- Behavior consequences: smoking

Traditionalists' Generation

HYPE

- can't handle change
- can't think outside the box
- overly reliant on hierarchy
- too cautious; won't take risks

Baby Boomers (53 – 72)

Baby Boomers/ ME Generation

- Hard work& long hours proves commitment
- Respect- Want to prove themselves
- ME-Focused

What they bring to the team

- Driven and service-oriented
- Good team players

Areas of Conflict

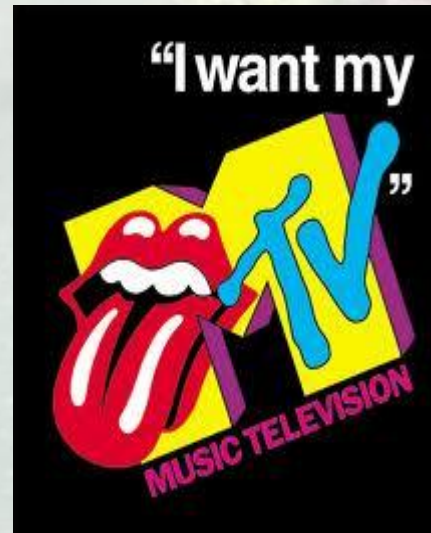- Dealing with conflict
- Self-promoting

Baby Boomers' Generation

HYPE

- Self-absorbed
- let's all sing kumbaya
- what budget?
- workaholics

Generational X (35 – 52)

Watergate

Can't we all just get along?

INTERNET

FREEDOM

"I want my MTV" MUSIC TELEVISION

PERSIAN GULF WAR

latch key kid

Generation X

- Career advancement- Self-Reliant
- Work-Life Balance
- Time off for self and family
- Fun, socialization at work

What they bring to the team

- Open to receiving feedback
- Good at networking

Areas of Conflict

- "Job movers"- Informality- Less corporate
- Approach to authority is casual
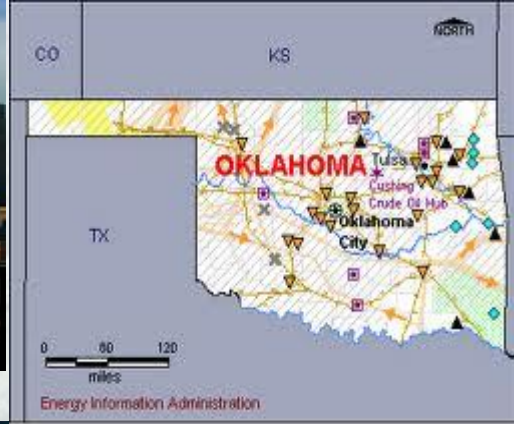- Skeptical
- Hate bureaucracy

Generation X

HYPE

- cynical slackers
- not team players
- no respect for authority, hierarchy
- won't pay their dues
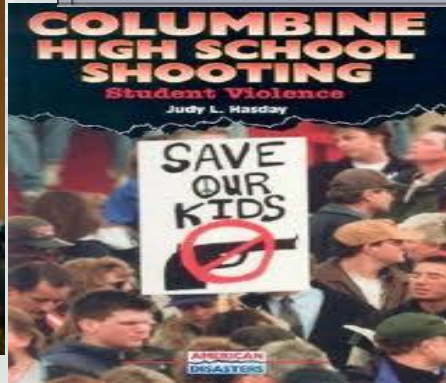- Are burdened with corporate politics & excessive meetings

Generation Y/ Millennials/ Nexters

HELICOPTER PARENT is a term for a person who pays extremely close attention to his or her child or children, particularly at educational institutions. They are so named because, like a helicopter, they hover closely, rarely out of reach — whether their children need them or not.

SEPTEMBER 11TH
we will never forget

OKLAHOMA

REALITY?

Participation Trophy

COLUMBINE HIGH SCHOOL SHOOTING
Student Violence
Judy L. Hasday

SAVE OUR KIDS

flickr
YouTube
digg
facebook
myspace.com
a place for friends
friendster
reddit
StumbleUpon
Discover new...
Meetup
del.icio.us
social bookmarking

Wire-Rimmed glasses

HKG has always been part of China

hey wutz ^ ?

Prescription Drugs Ads

SIDE EFFECTS MAY INCLUDE

Generation Y

- Informal, fun workplace
- Immediate Feedback, Incentives
- Optimistic, Confident, Hopeful
- Goal and achievement-oriented
- Civic-minded, Inclusive, Participation

What they bring to the team

- Good at multi-tasking
- Appreciate diversity

Areas of Conflict

- Strong parental attachment
- Need more recognition- Feel entitled

Generation Y

HYPE

- unrealistic expectations
- overly dependent
- informal to the extreme
- OMG! WCTUCS?
- "Job hop" especially if think judged on age instead of quality

Generation Z/ iGEN/ GEN M (After 1995)

TERRORISM

Wi Fi ™

True Digital Natives

Career oriented- Colleges should give them life social lives

GEN Z ARE SELF-STARTERS

Want to pursue their hobby/dream as a part-time or full time profession in the future

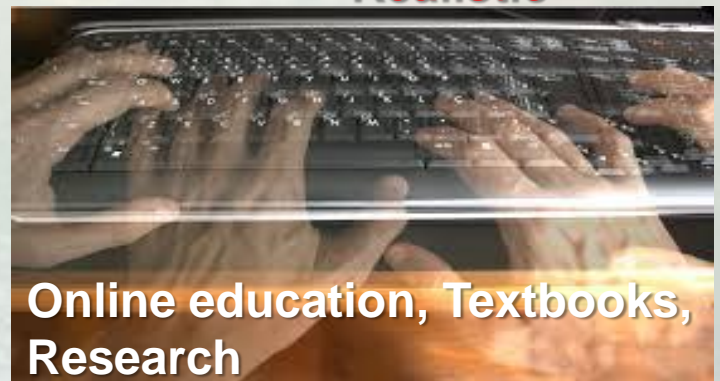**42%** Want to do something COMPLETELY NEW as a profession to carve out my OWN IDENTITY

31% Want to start business of their own

37% Hope to be able to TURN HOBBIES INTO FULL TIME JOB

- Realistic
- See Diversity only if it lacks
- Never remember the time b4 an AA President

NO ONE IS ILLEGAL

flickr digg
You Tube facebook
myspace.com a place for friends friendster
reddit
StumbleUpon Discover new meetup
del.icio.us social bookmarking

More social & F2F than the Ys

Recovery Dr Recession St

Financially Educated

If you wake up looking like this,

Swine Flu- Healthcare 2009

don't go to work
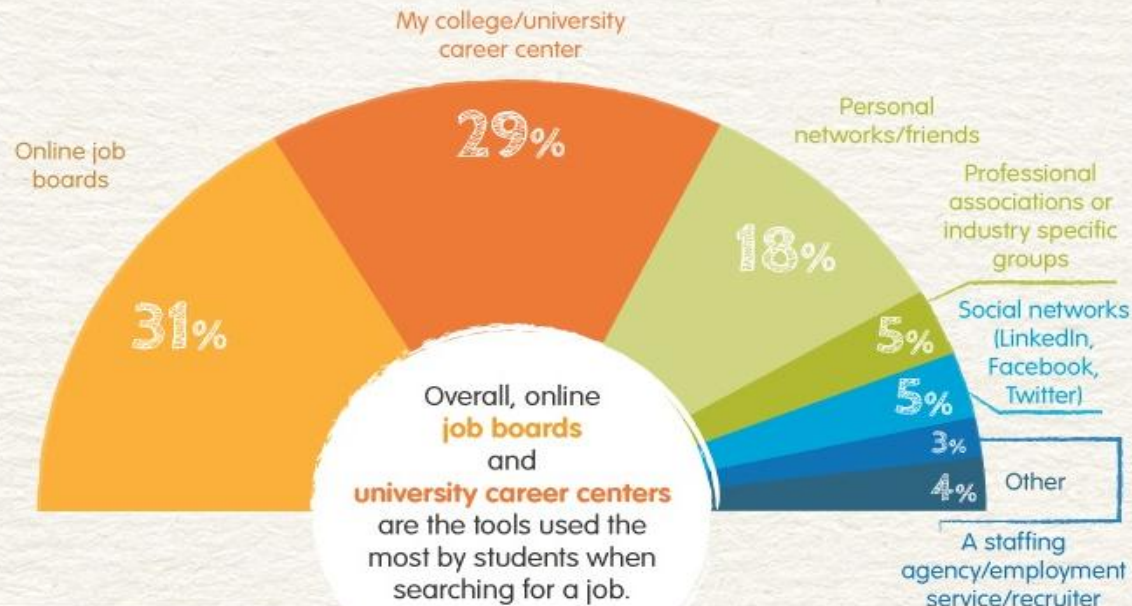
Katrina

hey wutz ^ ?

X

Communicate with pics

Realistic

Online education, Textbooks, Research

Organizations and HR professionals have their work cut out for them:

- Wish their current hobby could become their full-time job- personalize work space
- Want to start a business someday.
- State that **honesty** is the most important quality for being a good leader, followed by a solid vision, &then good communication
- **H**ave strong desires for managers to listen to their ideas and value their opinions.
- "I will invent something that changes the world."
- Pro-bono corporate programs/ Internships

Managing Millennials – What do They Want From Managers?

- <u>You be the leader</u> – grew up structured and supervised and are looking for a role model
- <u>Challenge me</u> … or I'll find someone else who will
- Let me work with my friends
- Let's have fun!
- Respect me and my ideas- Give me a seat on the table. Seniority not by age/ years
- <u>Be flexible</u> – I have many other parts to my life I need to fit in
- Display vulnerability and **own up to your mistakes**.

We are Gen-Y.
Do you know how we work best?

Credit Ben Foster
http://blog.ringcentral.com/2013/08/best-practices-in-managing-millennials/

To lead Millenials

1. **Utilize feedback and assessments**. Ample feedback, balancing negatives with the positives.
2. **Show them the big picture**. Show them how they fit in the greater scheme of things
3. **Give them stretch assignments**. Working in teams can be their motivation. Accountability
4. **Enable them to be forward-thinking**. By giving them insights into business initiatives
5. **Give them exposure to senior leaders**. Can benefit from opportunities to be front and center with top management
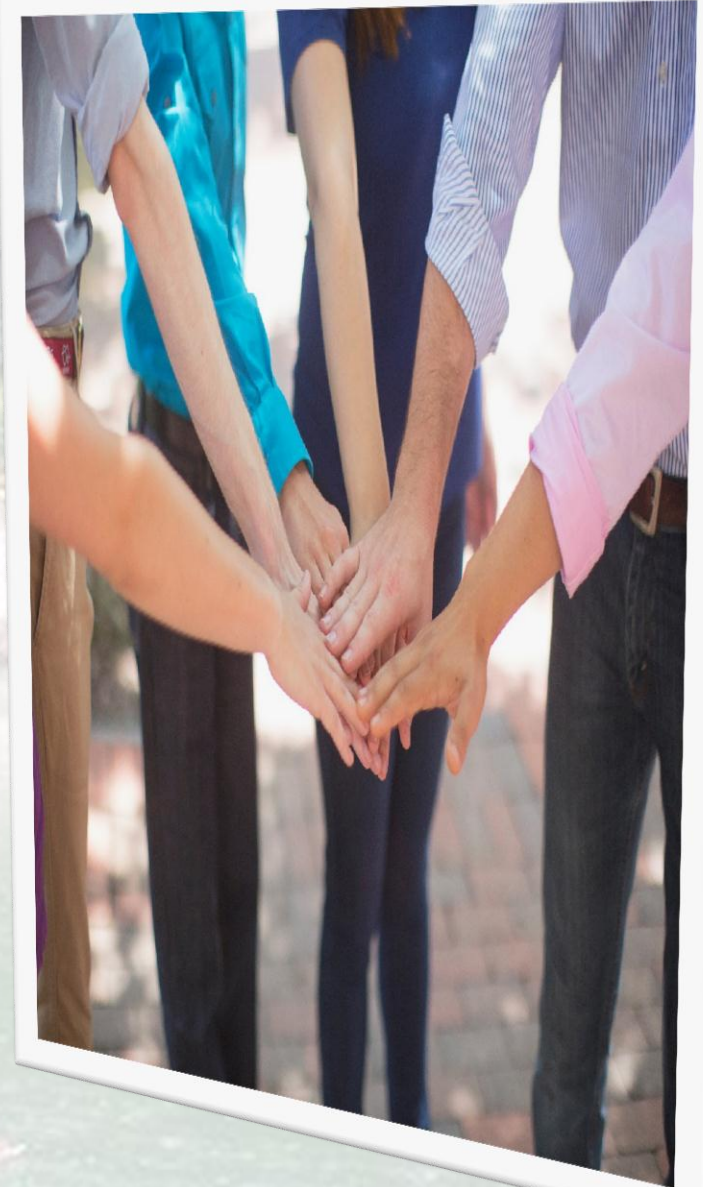
Strategies for a Multigenerational Workforce

"Employees (regardless of their generation want:

- To be respected and receive equitable and fair treatment

- Flexibility to balance work, family and personal needs and goals

- Provided opportunities for education, training, feedback and advancement

Communicating with Gen X and Gen Y

ATTIRE

GenX—Give them a heads up if they should dress nicer for specific meeting/ official visits

Millennials—New to the job market, might be oblivious to companies' culture. Educate them on dressing better for 1st impressions, build credibility, and help their career over the long haul.

Younger Managers managing Older workers

Use the **ACE** technique to avoid conflict with your older employees.

- **A**cknowledge your older employee's experience and the value they bring to the team by reflecting on their achievements and contributions to the team.

- **C**aring for your older employee: Become interested with their personal life or hobbies. Take note of special things that took place in their lives.

- **E**xchange ideas and ask for input from your older employees to show you value their opinions.

The Perfect Storm…

	Traditionalist	Boomer	Gen X	Gen Yers
Learning style	Classroom	Facilitated	Independent	Collaborative & networked
Communications style	Top down	Guarded	Hub & Spoke	Collaborative
Problem-solving	Hierarchical	Horizontal	Independent	Collaborative
Decision-making	Seeks approval	Team informed	Team included	Team decided
Leadership style	Command & control	Get out of the way	Coach	Partner
Feedback	No news is good news	Once per year	Weekly/Daily	Instant/ Consistent
Job changing	Sets me back	Sets me back	Necessary	Part of my daily routine
Work Styles	Linear work style	Structured working style	Informal working style	Fluid work style
Look at careers	Build a legacy	Build a stellar career	Build a portable career	Build parallel careers

Source: Lynne C. Lancaster and David Stillman. When Generations Collide:
Who They Are. Why They Clash. How To Solve the Generational Puzzle at Work (HarperBusiness)

The Perfect Storm…

	Traditionalist	Boomer	Gen X	Gen Yers
Personal Characteristics	Respect Authority Highly disciplined	Self Improvement Idealistic	Practical Flexible	Tolerant of differences High Expectations
Work Ethics	Work is an obligation Follow the rules	Workaholics Desire quality	Eliminate unnecessary task Work is a challenge	Love to multitask Work is a "means to an end"
Work Qualities	Work Hard Work as they are told	Competitive Politically correct	Question power structure Multitask	Want to know why Desire responsibility
View Of Change	Something's wrong	Cautious	Potentially favorable opportunity	Improvement and necessary
How they are motivated?	Respect for the work experience Job security	Feeling valued and needed Work that is exciting	Self governance Job responsibility	Working with bright and creative peers Challenging task

Institutional Knowledge Transfer …

- The *New* Gateway

What can be done?

- Organizations must have plans in place in order to ensure continuity:

1. **Pro-Bono Corporate programs & Internships**
2. **Succession Plan**: create a pipeline of new leaders going forward.
3. **Mitigate the risk**: To address the risk exercise a workforce assessment, documenting and identifying critical knowledge held by existing employees.
4. Specialized training, documentation of processes and **job-sharing**

Enlisting Your Organizational Alumni

- Some successful organizations are enlisting the assistance of existing and departing retirees to serve as **mentors** instead of simply showing them the way out the door.

- These retention methods have proven to be successful in curtailing the loss of institutional knowledge and transferring it to younger generations.

Reverse Mentoring... Defined

- Refers to an initiative in which older executives are paired with and mentored by younger employees on topics such as technology, social media and current trends.

- Reverse-mentoring is seen as a way to bring older employees up to speed in areas that are often second nature to younger employees

Boomeranging as a Value

- Boomerangs – Are former employees who have been hired back into the organization as rehires, consultants, project managers, trainers and even recruiters!

- Best practice organizations are actively expanding their talent pools and engaging with both former employees and retirees.

The Future of Knowledge Banking

- Knowledge Banks: Technology & Mind-sharing

- Leveraging Organizational Alumni groups

- Subject Matter Affinity Teams

- Effective development of Communities of Practice (CoP)

How to build a culture of Inclusion?

- Know Your demographics
- Gen Y to come up with ideas to grow the economy
- Empathy, Recognition & Respect across the generations
- BB enjoy working with Gen Y because their energy keeps them young.
- Digital technical skills by Gen Y & gathering information
- BB to show them how to analyze/ think through/ analytical skills.
- See the world from a perspective other than own

How to build a culture of Inclusion?

- Be willing to learn and to teach – Build on ALL strength
- Both BB and GENY to consider GEN X
- Leverage Diversity- ERG/ Affinity groups
- Mentoring and reverse mentoring – Boomerang – Transfer knowledge- Alumni
- Include fun (breaks. pizza)
- Inclusive leadership- fight stereotypes- offer options
- Interact free of negative attitude (e.g. prejudice, defensiveness, apathy, aggression etc.)
- No judging. Understand before being understood

Group Activity

- What can you learn from this generation?
- What can you teach this generation?
- Two things I appreciate about each Generation is…
  - Silent
  - Baby Boomer
  - Gen X
  - Gen Y

Q&A

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THANK YOU!

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Diversity starts at Home.